

City of Norway



2004 Strategic Plan



Strategic Plan Participants

George Bal	Mayor, City of Norway
Mary Mason	City Council/Planning Commission
Ed Dierkens	City Council
Walter Bal	Planning Commission
Terry Spence	Parks & Recreation
Craig Short	Planning Commission
Steve Ortman	Downtown Development Authority
Randy Van Gasse	Norway – Vulcan Area Schools
Len Bietila III	Planning Commission
Robert Earl Johnson	Parks % Recreation
Tim Klenow	Downtown Development Authority – Electric Utility Board
Mary Meneghini	Downtown Development Authority
Fred Smith	Norway Police Department
Bob Carlsen	Downtown Development Authority
Judy Carlsen	Downtown Business Owner
Robert Wurzer	Norway Mountain
Dennis Baldinelli	City of Kingsford
Ray Anderson	Manager/City of Norway
Karl Zueger	City of Norway
Tom Pearman	City of Norway (CATV Department)
Bill Roberts	Utility Board



Mission Statement

Our mission is to provide essential services to the residents of our community ensuring continuation of our quality of life.

To carry out our mission, we will:

- provide an organized process to respond to the needs of our community and involve them in the process
- work together to plan for the future
- provide strong leadership
- ensure a high level of efficiency
- establish policies for the common good
- be prepared for natural or other adverse conditions
- plan and manage growth.

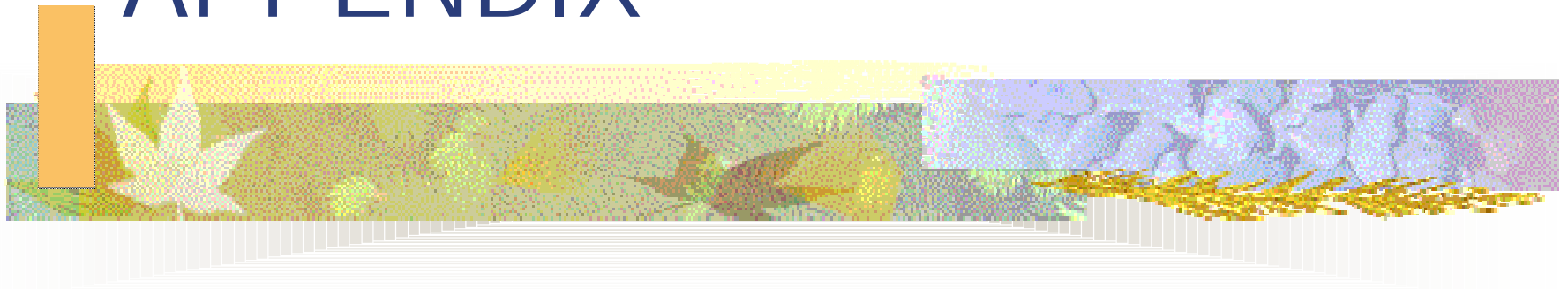


Vision

Our vision for the City of Norway in the year 2024, is a community where:

- economy
 - our economy is flourishing with expanded employment opportunities through the attraction of new businesses
 - cohesive, well planned economic development has taken place
 - jobs are diversified offering varied employment opportunities
- housing
 - diversified housing exists and we are able to accommodate all income levels
 - all housing is maintained, attractive and exhibits the pride of our residents
- downtown
 - our downtown is vibrant and the center of many community cultural activities, festivals and events
 - downtown is truly the heart of the community
 - there are interesting shops and businesses attractive to residents and visitors alike
 - concerts and other performances are taking place in the bandshell on a regular basis
- recreation
 - residents actively pursue many recreational opportunities and live a healthy lifestyle
 - our trail system has connected with neighboring communities
 - our park system serves all neighborhoods as places to gather and meet people
- infrastructure
 - we continue to own our utilities offering residents high quality service
 - the Norway Spring is a source of great water
 - our school system is recognized for its high quality education
 - we have implemented a tree replacement program ensuring big, hardwood shade trees are a key element in our green community and
 - we have experienced a population increase demonstrating that Norway is a desirable place to live, work and play while maintaining our small town character.

APPENDIX





Public Comment

- Support requested for the development of a Learning Resource Center that would serve boys and girls as well as the community - it would be a computer center as well as a multi-generational place and would require many partners
- Medical care access is a community issue needing attention
- Suggestion that the newly reformed Recreation Committee look at updating equipment at the playground in the 3rd ward
- Development of a skateboard park/facility for youth
- Upgrade the parks we already have in place
- Host more community forums such as one held recently where people from the county got together and heard from their municipal leadership about what's going on - chance to meet and get together informally to talk about things of mutual interest

Citizens providing public comment are as follows:

Judy Carlsen

Carol Smith

Andy Brey

Oliver K. Burrows

Joyce & Mike Maszka

Donna Burrows

Deborah Bell

Doni-Mae B. Rauch



HISTORY

- The City of Norway was founded by mining and lumber barons
- 1880's - City fire destroyed many buildings and homes and along with mine cave-ins, caused the town to be moved from its location north of the railroad to south of the railroad via the building of Kimberly Road
- 1889 - Established the Norway City Marching Band which is the oldest marching band in Michigan
- 1900 - In the early 1900's, the county fairground was established in Norway
- 1904 Developed our own power generation
- 1929 - Built Oak Crest Golf Course in the city
- 1930's - Water system was gravity flow and was hand dug
- 1940 - City gained ownership of our power utility
- 1945 - Last mine closed
- 1951 - 61 - The Ford plant in Kingsford closed affecting jobs in our community
- 1950's - We had many businesses that were over 50 years old and still active and flourishing
- 1965 - School consolidation occurred
- 1980's - The building and opening of Champion International took place providing stable employment for area residents



TRENDS

National

- Shopping malls are preferred over downtowns
- Urban sprawl
- Consolidation of services
- Small farms are being eliminated
- Median age is rising
- Jobs are going overseas
- Shift in the types of jobs available in this country
- **Loss of 'community'**
- People are having smaller families
- Fast food craze
- Transient society
- Erosion of manufacturing jobs
- Computer replacing people in jobs
- Focus/reliance on technology for connectivity
- **People looking for 'community' are moving to rural areas**
- **Loss of 'hands on' type jobs**
- Higher educated workforce
- Downtowns are making a comeback
- Environmental awareness
- Increased use of drugs by our youth
- Increased patriotism
- Increase in physical fitness
- Increase in obesity



TRENDS continued....

State

- Michigan ranks # 1 in an unhealthy population and # 2 in tobacco use
- State of the economy is in a downturn
- Focus is on consolidation and intergovernmental cooperation
- Shifting of the tax burden to the local level
- Growth in tourism
- We now have the ability to share school systems
- Growth in recreation in general - big growth seen in golf
- Use of leisure time
- Economy is becoming more diversified
- State is encouraging economic development and business retention
- To stop urban sprawl, the state is encouraging the use of Brownfield redevelopment and downtown revitalization
- Renewal of utility infrastructure
- Focus on 'in-fill'
- Transformation from a paper government to electronic
- Downsizing of government
- Rising cost of medical insurance



TRENDS continued...

Local

- Aging population
- Increase in rental property as opposed to ownership
- Urban sprawl - township population is increasing
- More positive people are getting involved in the community
- More intergovernmental cooperation
- Trend to try to keep 18 - 25 year olds in the community
- US 2 corridor development
- Diminished downtown - lack of awareness of what's there



STRENGTHS

- Own our own power plant
- Great school system
- Own our cable tv and internet system
- Own our golf course
- Strong city government
- Extraordinary recreation facilities
- Good drinking water
- New public facilities
- Great city employees
- Safe place
- Beautiful city
- Iron Mine
- Norway Mountain
- Surrounding communities
- Room to grow
- 'true' downtown
- County fairgrounds and race track
- Pier's Gorge
- Fumee Lake
- Administrative staff with energy and vision
- Trees and fresh air
- Newer facilities
- Our people
- Community involvement
- Museum
- Good public safety
- Viking entrance signage
- Community pride



STRENGTHS continued....

- 2 Federal highways - US 2 and US 8
- Centered between population density - Green Bay and Marquette County
- 4 seasons - with milder, moderate weather with less transportation issues related to weather
- New water system
- Norway Spring
- Interesting history - we died three times and we are still thriving - **we're hearty**
- Viable and able to help neighboring communities
- Infrastructure that extends beyond our city limits
- Good core businesses
- Norway branch library
- Largest city in square miles
- Bowling alley
- Fine Arts Center
- City Band
- Churches of all denominations
- City property available for wetland mitigation/Brownfield redevelopment
- Diversified natural resources
- Tallest structure in the county - the mine shaft
- Room for industrial growth



WEAKNESSES

- Lack of jobs
- City streets in poor shape
- Very old housing stock
- Utilities need upgrading
- Hard to make progress
- Our ability to secure funding
- We have unfinished business - trails - streetscape
- Fear of change
- Sometimes we're too aggressive



THREATS

- Continuous eroding of funding options
- Key industries downsizing or leaving
- Isolation - loss of air service
- Fear of change
- People not shopping locally
- Old buildings being a fire hazard
- Rural services
- Invasive species - gypsy moth etc.
- Threat of turning into anywhere else
USA - Traverse City example
- Finding the balance between the small town feel and health of the economy
- Trends of the nation
- Abandoned mines
- Brownfield areas
- We take things too personally
- Small lots/small houses
- Relatively remote
- Infrastructure
- Lack of post secondary educational opportunities
- Spousal opportunities
- Empty buildings on Main Street
- Lack of design standards



OPPORTUNITIES

Top Five

Begin our utility upgrades

Improve communication with our residents

Ensure our planning documents/codes are in place

Complete our downtown streetscape

Green up our community

Other

Encourage community involvement

Expand our walking trails

Renovate the bandshell

Do 'something' on US 2 and Main Street

Clearly define our 'brand'

Work collaboratively with other communities

Develop a heritage route around mining

Market our 'worker productivity'

Get the museum open

Use 'water' from the Norway Spring as part of our brand

Have the spring open 12 months a year

Attract a business that rents/sells kayaks